

**SECTION
III**

OUTCOMES OF STRATEGIC PLANNING PROCESS

To be effective in its first year of implementation of the Alliance Program, HCSNA formulated a plan that would generate strategic thinking and activities amongst its staff. The plan seeks to strengthen HCSNA's position by understanding the environment in which it operates. Six strategic goals were identified during the creation of this plan. Distinct objectives and action steps were identified for each goal. The staff also developed a mission, vision, and values statement that would guide the administration in Years 1 and 2.

Strategic Goals

Goal 1: Oversight and Monitoring

Create the infrastructure and capacity to function as an oversight and monitoring body for the Health Care Reform Initiative, which would be separate from any other department, organization, committee, or provider role.

Goal 2: Patient-centered Care Model

Build a reliable system of care that provides for open access to condition appropriate, quality healthcare with an emphasis on disease prevention and community-based primary care through an integrated, cost-efficient, and culturally appropriate network.

Goal 3: Integrated Information System

Build a data collection, storage, and retrieval information technology system that is founded on the cornerstones of patient-centered care, integration, and efficiency; and produces concise information that is time-sensitive, accurate,

and user friendly, and which ultimately supports a quality healthcare system.

Goal 4: Communication

Create a communication network that builds strong partnerships; creates a culture of accountability and builds on the principles of quality, honesty, consistency, and accuracy between the HCSNA, Office of the Mayor, City Council, Health Care Reform Commission, Customers, Providers, and the Public while meeting and exceeding stakeholder expectations and rewarding exceptional performances.

Goal 5: Finance and Utilization

Build a financial and utilization management system that ensures and maximizes financial and other resources to meet consumer and provider needs while ensuring that funds are used in the most cost-effective manner.

Goal 6: DC General Hospital Transition

Ensure that the remaining transitional and closeout activities of DC General Hospital are completed rapidly to minimize current operational and maintenance expenses of the hospital.

Mission, Values, And Vision Statement

Mission

The mission of the Health Care Safety Net Administration is “to ensure that eligible uninsured residents of the District of Columbia are provided open access to condition appropriate, quality health care with an emphasis on disease prevention and community-based primary care through an integrated, cost-efficient, and culturally appropriate system.”

Values

HCSNA activities will be guided by the following set of core values.

Equity. We recognize that all individuals, whether they are coworkers or the patients we serve, are important and should be treated with respect, dignity, and fairness, especially in the provision of healthcare services.

Quality. We commit ourselves to the pursuit of excellence in everything we do and will hold the contractor, broader healthcare community, and ourselves accountable for improving the quality of healthcare and other related services that we provide.

Cultural Sensitivity. We celebrate our cultural diversity and individual uniqueness, and commit ourselves to be sensitive and responsive to the needs and preferences of all those we serve.

Integrity. We believe that honesty and fairness are the foundations for public trust and this will be demonstrated in all of our activities, at all times.

Fiscal Responsibility. We support the prudent fiscal management of resources and will hold ourselves responsible for the efficient use of existing resources to maximize the quality and cost-effectiveness of our programs.

Reliable Information and Reporting. We recognize the importance of valid, reliable, and timely information as the cornerstone of effective management and will seek to obtain and disseminate regular, accurate reports to the community and community stakeholders.

Community Collaboration. We believe in the sharing of knowledge and expertise to achieve our goals and will strive to collaborate with community stakeholders to complement each other's contributions and create an environment of mutual support and respect.

Communication. We believe in the importance of the distribution of information to and among providers, members, and our stakeholders in a coordinated and efficient manner to eliminate barriers to care and promote access to services.

Vision

The HCSNA vision statement combines aspects of its mission and its values. Increased access, quality care, and improved health outcomes are fundamental components of the program. The vision serves as the basis upon which DCHCA performance will be measured. The vision of the HCSNA is embodied in the below statement:

The HCSNA vision is to “increase access, assure quality, and improve health outcomes for the eligible uninsured in the District of Columbia.”

Progress

HCSNA has spent its first year implementing the goals and objectives as stated in the strategic plan. The HCSNA Business Plan outlines the progress made in accomplishing each goal and objective. We are proud of our achievement of having realized more than 60 percent of our objectives.

Recommendations Made to Date

1. Review the Strategic Plan to ensure that goals and objectives are realistic, measured, and implemented
2. Ensure that new staff receive orientation for the goals and objectives as outlined in the Strategic Plan
3. Create a mechanism to share the Strategic Plan and progress reports towards meeting its goals with key stakeholders.